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Approved For Release 2002/11/04 : CIA-RDP80-00503A000100070001-3

2 June 1976

25X1A

MEMORANDUM FOR: Director of Training

FROM :   
Intelligence Training Branch, Intelligence  
Institute

SUBJECT : Course Report, Intelligence Process  
Course No. 3-76, 19 April - 21 May 1976

The full-time Intelligence Process Course (IPC - Tab A) successfully concluded on Friday, 21 May, with no serious administrative problems encountered during its five weeks of operation. The stated objectives of the course were met in the view of the course managers. The major disappointment for the students was the strict new regulation of the Joint Chiefs of Staff that ruled out a visit to the National Military Command Center. On the positive side, the class members were greatly impressed by the openness and frankness of House Minority Leader John Rhodes who spent a half hour during the final week of the class discussing his view of intelligence and its importance to the Congress. Student reaction to the intelligence case studies presented by the various production offices (Tab B) was positive throughout the course.

1. Student Participation

The members of IPC 3-76 were enthusiastic and attentive from the beginning to the end of the course. The quality of discussions with guest speakers was uniformly high. Several of the offices the class visited have sent back word that the office participants were impressed with the quality and thoughtfulness of the students' questions. Student spirit and cohesion was good from the start even though the range of experience of the class was quite broad (Tab C). Student cooperation with the course managers was excellent throughout the five weeks. This is the first class we have worked with that was uniformly on time, particularly gratifying when traveling by bus to other CIA components and agencies of the National Foreign Intelligence Board.

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Student performance in the writing and briefing exercises was of good quality and the group was serious about its work. There was a high level of cooperation with the Intelligence Training Branch instructors managing these particular exercises, [REDACTED]

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The students demonstrated on one occasion just how attuned the "younger generation" is to computers. During the two-day group writing exercise, one subgroup composed their report on a terminal in OTR's Information Science Training Branch, and then submitted a subsequent print-out instead of retyping the report by hand.

This session of the course again gained an extra dividend from the mixing of Career Trainees (11 of the 21 class members) and direct-hire professionals (both those relatively new to the Agency and those upgraded to professional status after some years of service). There was a good deal of informal learning by students from students over the entire length of the five weeks.

## 2. Student Evaluation (Tab D)

Students found the course effective, well-balanced, and helpful. Several stated an intent to recommend it to others. One, who had initial doubts about its value, described it in the evaluation as a "highlight" of his first year in the Agency.

The students almost uniformly found the writing and briefing exercises to be useful and worthwhile. The visits to other intelligence collectors and producers in the community, to Capitol Hill, and the White House were valued by almost all of the students.

As part of the evaluation form, students were asked to mark on an ascending scale of 1 to 7 the degree to which they felt the course met its objectives. The ratings ranged from 5 to 7 with an average of 6.3. The eleven Career Trainees rated the course at 6.2. (Four gave the course a 7, three gave it a 6, one a 6.5, one a 5.5, and two a 5.) This level of rating mirrors the experience of the previous IPC, when the CTs as a group also rated the course slightly lower than the overall average. This time the two lowest ratings were given by CTs, both destined for the Operations Directorate.

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### 3. Student Observations and Suggestions

Criticism by some students of a few presentations tended to be canceled by praise from others, reflecting the differing backgrounds and expectations of the class members. The National Security Agency (NSA) and the other Defense Department briefings, however, brought the usual comments about too many charts and too much emphasis on organization at the expense of descriptions of the work performed by those organizations.

A few students believed too much emphasis was given during the course to the Office of Current Intelligence. We believe this comment resulted from their failure to separate OCI's responsibility for current political reporting from its duties as the primary publisher of current national intelligence; intelligence OCI selects from the output of the entire Intelligence Community. Almost all the production offices make reference in their briefings to their contributions to the National Intelligence Daily and the President's Daily Brief, which are, of course, published through OCI.

There was also some feeling that more attention could be given in the course to the Directorate for Operations, specifically to problems and procedures that might affect the servicing of requirements.

### 4. Problems Encountered

The only administrative problem of consequence was the failure of a Trailways bus to arrive at Headquarters to transport the class to NSA at Fort Meade on 5 May. The bus was dispatched by Trailways according to the CIA Motor Pool, but had not shown up an hour after it was scheduled to arrive. We canceled the bus and the students formed car pools for the trip to NSA.

Thanks to excellent backup support from our training assistant, [redacted] the NSA training coordinator was contacted at the NSA reception office and was able to adjust the day's schedule to minimize the time lost.

The cost of POV transport, incidentally, proved to be considerably less than the charter bus would have cost. We do not recommend POV transport as a matter of course, however, and hope that Agency Blue Birds will be available for the next such trip, as they usually have been in the past.

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25X1A The denial of a visit to the National Military Command Center because of the strict new rules of the Joint Chiefs of Staff on admission to the Center left us with an open afternoon the last week of the course. We asked Bob [ ] of the Information Science Training Branch, FTD/OTR, to present a session for that afternoon on network analysis as an intelligence tool. The discussion of the technique produced a lively debate and provided a good prelude to the presentation on crisis management by [ ] of the Intelligence Community Staff on the final day of the course.

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##### 5. Results of Changes and Innovations

New presentations that were added to the course are discussed below in the order they appeared in the schedule:

25X1A -- [ ] Collection Guidance and Assessment Staff/DDI and a member of the previous IPC class, presented an effective briefing on the ins and outs of the requirements process, particularly as applied to requests for imagery.

25X1A -- We introduced a session on the use of simulation models for identifying collection requirements on the third day of the course. Although this presentation by [ ] received mixed appraisals from the class, we believe it was useful in illustrating new ways the Agency is exploring to identify its problems and goals.

-- The film "Who Owns the Seas?" worked out well in highlighting types of new intelligence problems that are highly complex and multidisciplinary in scope. The film related well to the visit to the Office of Geographic and Cartographic Research which came later in the course.

-- A session on information handling and intelligence presentation in the future went over reasonably well in its first presentation. We think that this view into intelligence work in the relatively near future--presented jointly by DDS&T's Center for the Development of Analytical Methodologies and OCI's Methods and Technologies Staff--can be a useful feature of the course.

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25X1A -- [ ] Director of the Strategic Warning Staff, presented a balanced portrayal of this small but important staff and where it fits into the intelligence process. It was well to remind the students of the number one intelligence priority.

6. Future Changes and Innovations

After three sessions, the Intelligence Process Course appears to be covering its subject matter and objectives quite thoroughly.

11 A briefing on classification and compartmentation that was introduced in the previous class continues to have problems, and was critically commented on by a number of students. In this case the briefer was probably too senior and gave a broad managerial overview when we needed a nuts-and-bolts approach. We plan to revise this briefing considerably for the next session of the course. It is obvious to us that considerable confusion exists in the minds of the students over the meaning and importance of caveats and code words governing the use of information reports and finished intelligence.

We also plan to explore over the summer whether there is an appropriate place in the IPC for an Intelligence Community Staff presentation. At the moment, our thinking envisages a briefing from the Production, Assessment, and Improvement Division of the Office of Performance, Evaluation, and Improvement. We contemplate a session that would go into how this division goes about assessing and evaluating intelligence production, relying on the case study approach to see how consumer comment on the product is obtained. We do not want to get a broad general briefing on Agency successes and failures.

7. Student Concerns

The only concern expressed by the students worthy of note was a continuing stress by a few of the Career Trainees on their cover. This is a legitimate concern, but few of the newly hired trainees appeared to have a good understanding of the realities of cover, the philosophy of plausible denial, or the fact that many of them will be known as Agency employees to host services overseas. Most of the CTs adjusted to the necessity of riding the Agency's

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well known Blue Bird buses for visits to other offices of the Agency and to other NFIB agencies. Several expressed continuing concern, however, about other agencies receiving and handling of security clearance rosters that had to be sent through Office of Security channels prior to class visits.

A compendium of class statistics is located at Tab E.

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INTELLIGENCE PROCESS COURSE #3-76

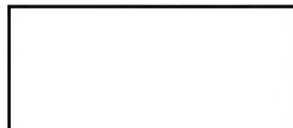
19 April - 21 May 1976

Room 912  
Chamber of Commerce Building

Intelligence Institute  
Office of Training

STAFF

25X1A



(Training Assistant)

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### COURSE OBJECTIVES

Upon completion of the Intelligence Process Course the student will:

- Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.
- Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.
- Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the Intelligence Community to produce finished national intelligence.
- Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.



## COURSE METHODS

1. Intelligence specialists from within CIA and from other agencies within the Intelligence Community will give presentations to the class. Assigned reading and motion pictures will be used to prepare students for the presentations or to enlarge on the scope of the presentations.

2. Analysts from CIA and other intelligence agencies will conduct discussions and panels with class participation. Working analysts will use case studies to examine the intelligence process in operation. In presenting these case studies, the analysts will consider tasking, research, analytical techniques, coordination, and methods of presentation.

3. Members of the class will perform a number of exercises that reinforce their understanding of classroom lecture/demonstrations on presentation skills and problems.

4. The class will visit several intelligence facilities in the Washington area to observe collection, processing, analytic, and presentation activities. Attention will be given to examining methodologies developed by components of the Intelligence Community to meet particular collection and analytic needs.

INTELLIGENCE PROCESS COURSE #3-76  
19 April - 21 May 1976

Monday, 19 April

Room 912, C of C

0845-1000 Course Introduction

- Administrative Affairs
- Presentations and Introductions
- Class Members' Profiles and Interest Inventory
- Security Arrangements
- Overview and Requirements



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1015-1200 Film: Scientific Intelligence in World War II

*Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence, based on and including a meshing of requirements, all-source collection, analysis, and appropriate methods of presentation, affects policy decisions.*

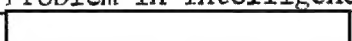
1200-1300 LUNCH

1300-1430 U.S. National Security and Foreign Intelligence

Directed Reading:

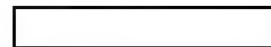
-Strategic Intelligence for American World Policy, Sherman Kent (Preface, Chapters I, 9, 10, 11)

-Perspectives for Intelligence; 1976-1981

-Cloud 9: A Problem in Intelligence Production, 

25X1A

1430-1600 The Intelligence Cycle



25X1A

*U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts.*

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Tuesday, 20 April

Room 912, C of C

0900-0930 Film: The Blackbirds Are Flying

*The background and development of the SR-71 reconnaissance aircraft.*

0930-1030 Directed Reading:  
-Intelligence for Policy Chiefs,

25X1A

-CIA Intelligence Support for Foreign and National Security Policy Making

1030-1130 Film: A Point in Time

*This film traces the development of today's overhead reconnaissance systems.*

25X1A

1130-1300 Special Imagery Briefing/  
Classification and Compartmentation

*A brief review of compartmented clearances, what they mean, when they are applied, and how restrictions can be removed to enable the widest possible exploitation of information.*

Chief, Liaison and Control Group, Collection Guidance and Assessments Staff/DDI

1300-1400 LUNCH

25X1A

1400-1530 Requirements

*The establishment of collection goals and work priorities for both collectors and analysts is one of the most important and frustrating tasks of resource managers. During this session the formal and informal structures for determining what to collect will be explored. Special emphasis will be given the Committee on Imagery Requirements and Exploitation (COMIREX).*

Collection Guidance and Assessments Staff/DDI

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Wednesday, 21 April

Room 912, C of C

0900-1030 25X1A	Directed Reading: -The Case For A Holistic Intelligence [redacted] -The Directorate of Operations	25X1A
1030-1200	Clandestine Sources of Information  <i>An overview of the Directorate of Operations with special focus on clandestine collection activities.</i>	[redacted] Near East Division/DDO
1200-1300	LUNCH	25X1A
1300-1430	Collecting and Reporting from Liaison Sources  <i>Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this information is described by an experienced officer.</i>	[redacted] Former Agency Official
1445-1615	Use of Simulation Models in the Identification of Collection Requirements <i>The need to provide sharper, more definitive guidance to human source collectors has led to the development of several models designed to provide precise instructions. The complexity of present-day intelligence problems demands better direction for scarce human resources.</i>	<u>To Be Announced</u> 25X1A [redacted] Information Science Training Branch, Functional Training Division/OTR

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Friday, 23 April

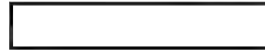
Room 912, C of C

0830-1000	Directed Reading: -Intelligence Support to the U.S. Salt Delegation, [REDACTED]	25X1A
25X1A	-Scientific and Technical Intelligence, [REDACTED]	
25X1A	-Another View of S&T Analysis, [REDACTED]	25X1A
	-The Oxcart Story, [REDACTED]	25X1A
1000-1130	Introduction to the World of Science and Technology	[REDACTED]
25X1A	[REDACTED] introduces the Directorate of Science and Tech- nology, especially the production offices, OSI and OWI. He also presents a case study on how CIA has followed Soviet laser development.	Chief, Advanced Technology Branch, Military Technology Division, Office of Scien- tific Intelligence/DDS&T
1130-1300	LUNCH	25X1A
1300-1400	Terrorism as an Intelligence Problem	[REDACTED]
	<i>Meeting the challenge of terrorist operations has meant the development of new techniques and cooperative arrangements between analytical and operational components.</i>	Office of Current Intelligence
1400-1500	Film: <u>Who Owns the Seas?</u>	
	<i>This film portrays the many complex, interrelated factors that must be taken into account in dealing with problems that go beyond the bounds of traditional disciplines. Many of the offices visited during the remainder of the course are experiencing problems reflected in the film in trying to handle emergent areas of intelligence interest.</i>	

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Monday, 26 April



VISITS TO NATIONAL PHOTOGRAPHIC  
INTERPRETATION CENTER AND IMAGERY  
ANALYSIS SERVICE

0815 Bus Departs for NPIC

0900-1230 Overview of Origin and Productivity  
of the NPIC/DDS&T

John Hicks  
Director, NPIC

*Mr. Hicks' overview will be followed by presentations by selected NPIC units on programs of the NPIC; the work of the imagery analyst/interpreter, collateral support; the interface between the Center and production elements of the Intelligence Community and other consumers; and projections into the near future.*

1230-1330 LUNCH

25X1A

1330-1600 Imagery Analysis Presentations  
and Tours

  
Deputy Director, IAS

*Overview of IAS/DDI responsibilities and productivity; distinctions between the work of NPIC and IAS; programs and products; and analyst to analyst discussions.*

1615 Bus Departs for C of C Building

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Tuesday, 27 April

Headquarters

0900-1200

The Analyst at Work in Scientific Intelligence (OSI)

Room 6F21

*A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources, tasking, and analytic methodologies are discussed in case study presentations.*

[Redacted]

25X1A

Deputy Chief, Life Sciences Division, OSI/DDS&T

[Redacted]

25X1A

1200-1330

LUNCH

1330-1630

The Analyst at Work in Weapons Intelligence (OWI)

Room 6F21

*A discussion of the all-source approach to analysis of foreign missile and space activity; case studies of weapons systems.*

Richard Hineman  
Deputy Director, OWI/DDS&T

[Redacted]

25X1A



Wednesday, 28 April

Room 912, C of C

0900-0945 Principles of Good Agency Writing

25X1A

[ ] discusses the importance of clear, concise prose in intelligence reporting and production and outlines the writing requirements of the various Directorates.

[ ]  
Intelligence Training  
Branch/Office of  
Training

25X1A

1000-1200 Panel of DDI Editors

Working-level editors will discuss their role in intelligence production and the special problems that arise in processing intelligence for final dissemination to the consumer.

25X1A

1200-1300 LUNCH

1300-1630 Short Writing Exercise

In this first writing exercise, the class will work from a packet of intelligence information reports to produce a short item of finished intelligence using the principles outlined in the morning session.

Thursday, 29 April

Room 912, C of C

0900-1600 Writing Exercise

For the next two days, the class will work on a longer intelligence report that would be submitted to the National Intelligence Daily. The class will be split into three groups, each to prepare an assessment from the point of view of a different production office of the prospects for stability in a given country. Production Officers from the three offices will critique these reports from the point of style and approach to the problem during the fourth week of the IPC.

25X1A

Friday, 30 April

Room 912, C of C

0900-1600 Writing Exercise

Continuation and conclusion of two-day writing exercise.

Monday, 3 May

Room 912, C of C

0900-1030

Directed Reading:

-An Assessment of OCI's  
Superstructure, [REDACTED]

25X1A

-View from the Hot Shop, [REDACTED]  
and [REDACTED]

25X1A

25X1A

-The Art of China Watching, [REDACTED]

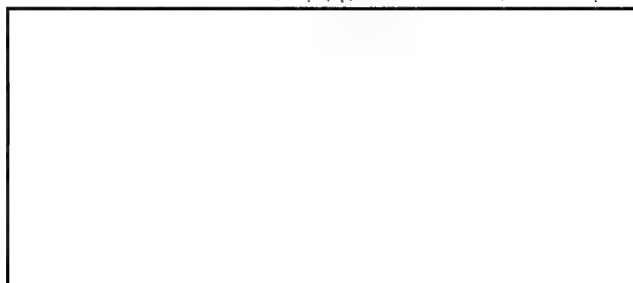
25X1A

-A Report on Intelligence Alert Memoranda

1045-1215

25X1A

25X1B



[REDACTED]  
Office of Scientific  
Intelligence/DDS&T

1215-1330

LUNCH

25X1A

1330-1500

Time Dominated Reporting

*The speaker explores with the students some of the constraints and frustrations caused when finished intelligence must be produced under short deadlines.*

[REDACTED]  
Chief, East  
Europe Branch,  
Office of Current  
Intelligence/DDI

1515-1600

General Course Review and  
Discussion

ITB Staff

Tuesday, 4 May

Headquarters

0845-1015

Use of Graphics in Intelligence  
Production

Room 1F78

25X1A

[ ] discusses the growing  
importance and use of graphics  
in intelligence production and  
offers a quick look at some  
future developments.

[ ]  
Chief, Visual  
Information and  
Design Branch, Office  
of Geographic and  
Cartographic Intelli-  
gence/DDI

25X1A

1030-1230

Visit to OGCR's Cartography Division

Room GH08

The class will tour the  
Division where maps, charts  
and briefing materials are  
produced for all of the DDI  
and DDS&T. They will also see  
the Agency's unique computer-  
driven map-making machine.

[ ]  
Chief, Cartography  
Division/OGCR

25X1A

25X1A

1230-1330

LUNCH

1330-1630

The Analyst at Work in  
Current Intelligence (OCI)

Room 6F21

OCI's role as both producer  
and publisher of national  
intelligence will be discussed.  
OCI analysts will discuss their  
work in producing daily intelli-  
gency for the highest levels  
of government, their contributions  
to producing National Intelligence  
Estimates, and their participation  
in task forces during times of  
crisis.

[ ]  
Executive Officer, OCI,  
Coordinator

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Wednesday, 5 May

NSA Operations Building

VISIT TO THE NATIONAL SECURITY AGENCY

*This program at Fort Meade orients the class to the broad responsibilities of NSA.*

0730 Bus Departs Headquarters (Main Entrance)  
for NSA

0830 In-Processing and Program  
Introductions

[Redacted]  
(Coordinator)

25X1A

25X1A

0845-1615 Briefings and Tours

*Briefings given at NSA are designed to include NSA/Central Security Service mission and functions, collection and communications security problems, and principles of cryptanalysis. A tour of*

25X1A

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*[Redacted] will be made unless operational activity on the day of the visit precludes such a visit.*

1630 Bus Departs NSA for Headquarters

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Thursday, 6 May

Magazine Building

VISIT TO THE OFFICE OF GEOGRAPHIC  
AND CARTOGRAPHIC RESEARCH

0830 Bus Departs for Magazine Building

0900-1200 Geography in Intelligence Analysis

John Kerry King  
Director, OGCR

*The Director of OGCR/DDI discusses geography as an element of national power, geographic research in CIA, and the role of cartography in the analysis and presentation of intelligence.*

*Other presentations will give particular attention to OGCR's Atlas program, Intelligence Mapping program, Law of the Sea support, and Environmental Analysis Staff.*


1200-1300 LUNCH

1315 Bus Departs for C of C Building

1330-1630 Guidelines for Oral Presentation  
in Intelligence

Poom 912, C of C

*This experienced officer presents guidelines for effective intelligence briefing, including the use of graphic aids. He presents some practical demonstrations.*

  
Intelligence Training  
Branch, Office of  
Training

25X1A

25X1A

Friday, 7 May

Anacostia, Bldg. T-5

VISIT TO DEFENSE INTELLIGENCE SCHOOL

0815	Bus Departs for DIS		
0800-0910	Welcome by the Commandant, DIS	<div style="border: 1px solid black; width: 150px; height: 20px;"></div> Captain, USN	25X1A
0910-1015	Missions and Functions of the Defense Intelligence Agency	<div style="border: 1px solid black; width: 130px; height: 20px;"></div> DIA, Directorate for Management and Plans	25X1A
1020-1130	Defense Attaché Briefing	<div style="border: 1px solid black; width: 120px; height: 20px;"></div>	25X1A
1130-1230	LUNCH		
1230-1300	Missions and Functions of Army Intelligence		<u>Maj. Dorton</u>
1300-1330	Missions and Functions of Navy Intelligence		<u>Cmdr. Roser</u>
1340-1410	Missions and Functions of Air Force Intelligence		<u>Capt. Palmer</u>
1410-1440	Missions and Functions of Marine Corps G-2		<u>Maj. Paginelli</u>
1450-1600	DIA Support to MBFR	<div style="border: 1px solid black; width: 230px; height: 40px;"></div>	
1615	Bus Departs for C of C Building		25X1A

Monday, 10 May

Headquarters

0900-1200

The Analyst at Work in  
Strategic Research (OSR)

Room 3G02

*An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence Officers, and others; case studies of selected research and reporting are discussed as to content and methodologies employed.*

[REDACTED]  
Chief, Regional Analysis  
Division/OSR

25X1A



25X1A

1200-1300

LUNCH

1300-1530

Information Handling and  
Intelligence Presentation Tomorrow

*A view of some experiments conducted to rationalize intelligence production in an age of burgeoning information and telescoping deadlines.*

[REDACTED]  
Center for Analytical  
Support, Office of  
Research and Development,  
DDS&T

25X1A

[REDACTED]  
Methods and Technologies  
Staff, OCI

25X1A

Tuesday, 11 May

Headquarters

0900-1030

Review of Writing Exercise

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*Production Officers from three different DDI production offices will critique the joint papers prepared by the students during the second writing exercise. Their emphasis will be on style and presentation--the treatment of the material rather than the substantive content.*

[Redacted] (OER)  
[Redacted] (OSR)  
[Redacted] (OCI)

1045-1630

VISIT TO CENTRAL REFERENCE SERVICE

1E78

*The day's activities will include an overview of the duties and responsibilities of CRS; briefings on Project SAFE (a computerized dissemination and filing system) and its expected impact on intelligence analysts, [Redacted] Pictorial Services; and visits to the analytical shops in the Information Services Group and to terminals of external data bases available to CIA.*

[Redacted] 25X1A  
Coordinator

[Redacted] 25X1A  
Deputy Director/CRS

25X1B

[Redacted] 25X1A




Wednesday, 12 May

Headquarters

0900-1200      The Analyst at Work in Economic  
Research (OER)

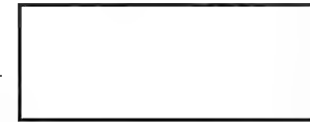
Room 4F31

*The overall responsibilities  
and productivity of the Office  
of Economic Research; several  
economic case studies illustrate  
the type of finished intelligence  
production in OER and the research  
strategies employed.*

  
Chief, Developing Nations  
Division/OER

25X1A

1200-1330      LUNCH




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1330-1630      The Analyst at Work in Political  
Research (OPR)

Room 3F62

*Overview of the Office of  
Political Research and a discussion  
of political research and reporting.  
Several key OPR analysts will discuss  
their research projects and the  
analytical methods they employ.*

  
Deputy Director,  
OPR/DDI

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Thursday, 13 May

Room 912, C of C

0830-1030 Briefing Preparation

*This time is provided for the students to prepare for the first briefing exercise which follows.*

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1030-1200 Briefing Exercise

*The students will present 6-to-7 minute briefings which will be videotaped for later playback and critique.*

1200-1300 LUNCH

1300-1600 Briefing Exercise (Conclusion)

Friday, 14 May

Room 912, C of C

0900-1200 Video Playback of Student Briefings

*The briefings presented by each student on Tuesday will be played back and individually critiqued.*

25X1A

1200-1300 LUNCH

1300-1600 Video Playback (Continued)

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Monday, 17 May

Room 912, C of C

0900-1030 Strategic Warning Staff

[Redacted]  
Director, Strategic  
Warning Staff

25X1A

*This interagency staff is responsible for monitoring possible major threats to the national security of the US. The staff concentrates its attention on military events.*

25X1A

1040-1200 Intelligence: The Consumer and  
Policy Implications

[Redacted]  
Deputy for Operations  
Training, OTR

*The speaker, a senior DDO officer, will use his experience in Washington and abroad to discuss the use of intelligence by policy and decision makers. He will discuss some of the ways finished intelligence gets to decision makers and some of the realities of the relationship between intelligence and policy.*

1200-1330 LUNCH -- Students move to Headquarters  
for remainder of day.

1330-1430 State as an Intelligence Consumer

Room 7F32, Headquarters

*The speaker discusses the State Department's relation to national intelligence and how this in turn relates to departmental policy support.*

Ned Davis  
Bureau of Intelligence  
and Research, Department  
of State

1430-1530 CIA Library

Library, Main Floor  
Headquarters

*This time is left open for those students who have not otherwise had an opportunity to familiarize themselves with the Library and its holdings.*

CONFIDENTIAL

Tuesday, 18 May

Headquarters

0900-1030

The National Intelligence  
Officer (NIO)

Room 7E62

*Two NIO's will discuss their  
responsibilities and activities  
as senior substantive intelligence  
officers.*

[redacted]  
Coordinator

25X1A

NIO Middle East  
NIO Economics

25X1A

1045-1145

Intelligence for the President

Room 2F62

25X1A

[redacted] discusses  
the preparation and presentation  
of intelligence to the President  
on a daily basis.

[redacted]  
Chief, White House  
Support Staff, OCI/DDI

25X1A

1200-1330

LUNCH

1330-1430

Congress as Intelligence Consumer

Room 2F62

25X1A

[redacted] discusses  
Congressional use of finished  
intelligence and the evolving  
Congressional view of the  
importance of sound intelligence.

[redacted] Assistant to the  
Congressional  
Briefing Officer,  
DDI

25X1A

1445-1545

Visit to CIA Operations Center

Room 7F27

*The Agency's 24-hour control  
center, the Operations Center alerts  
Agency officials to critical events  
and is CIA's after hours contact  
point to the Intelligence Community  
and the White House.*

[redacted]  
D/Chief, CIA Operations  
Center

25X1A

Wednesday, 19 May

0830-0930 Career Training Program

CTP Office

*This time is set aside for CTP administrative purposes prior to the CTs going on to their interim assignments.*

0930 Bus Departs Chamber of Commerce for the Pentagon

1000-1200 Tour of the National Military Intelligence Center

[REDACTED]  
Program Coordinator

25X1A

*The NMIC is DIA's 24-hour current intelligence support operation. It provides major intelligence support to the National Military Command Center.*

[REDACTED]  
Directorate for Intelligence,  
Briefing Officer

25X1A

1200-1330 LUNCH

~~1330-1500 Tour of the National Military Command Center~~

~~TENTATIVE~~

~~*The NMCC provides around-the-clock support to the Joint Chiefs and the Secretary of Defense on all operational matters affecting the armed forces. The Washington terminal of the "Hot Line" is located in the Center.*~~

~~CANCELLED~~

1330 Bus Departs Pentagon for C of C Building

1400-1630 Network Analysis

Room 912, C of C

*A 30-minute film and practical exercise illustrating one of the newer approaches to intelligence analysis and problem solving.*

[REDACTED]  
Information Science Training  
Branch, FTD/OTR

25X1A

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Thursday, 20 May

0845-0945

Room 7E62, Hqs.

**Briefings on Congressional Use  
of Finished Intelligence \***

Charles Meissner

Senate Foreign Relations Comm.

0950

Bus Departs Hqs for Capitol Hill

1030-1100

Briefing

John Childers

Senate Government Operations  
Comm.

1100-1330

LUNCH and House and Senate and  
Committee Sessions

1330

Bus Departs Capitol Hill for  
the White House

Room H-227, the Capitol

Hon. John Rhodes

1400-1530

The White House Situation Room

*A senior member of the staff  
will discuss the operation of  
the Situation Room and how it  
handles intelligence support  
for the President.*

Sally Botsai

Dep. Chief, WHSR

1545

Bus Departs for C of C Building

25X1A

\*  of the Office of Legislative Counsel  
attended these briefings

Friday, 21 May

Room 912, C of C

0900-1030 Intelligence Analysis in  
"Crisis" Management

25X1A

25X1A

[ ] discusses intelligence analysis in crisis management and describes current and future systems for alerting and warning.

[ ]  
Intelligence  
Community Staff

1030-1100 Course Summary

ITB Staff

1130-1330 DUTCH TREAT LUNCH

1400-1530 The Directorate of Intelligence

Paul V. Walsh  
Associate Deputy Director  
for Intelligence

*Mr. Walsh will provide some perspective on the issues and problems which currently confront the Directorate of Intelligence.*

1530-1600 Course Evaluations and  
Closing Administrative Matters

ITB Staff

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Case Study and Development Briefings, IPC 3-76

PRODUCTION OFFICE PRESENTATIONS

Office of Scientific Intelligence

25X1A Soviet Laser Development

25X1B

Environmental Factors and Job Performance -  
Human Engineering

25X1B

Office of Weapons Intelligence

Determining Characteristics of the SA-5 GAMMON Missile

Anti-submarine Warfare; An experiment in Collector -  
Analysis Interaction

Office of Geographic and Cartographic Research

Map and Chart Production

The Geographic Atlas Program

Support for Law of the Sea Negotiations

Map Support for Middle East Negotiations

Watching Soviet Grain Production; a Case of  
Multidisciplinary Analysis

Office of Current Intelligence

Problems of Analyzing Soviet Political Developments

Life on a Crisis Task Force

Producing an NIE on Italy and Reporting the

25X1A



PRODUCTION OFFICE PRESENTATIONS  
(continued)

Office of Strategic Research

Current Military Reporting - The Cyprus Crisis  
A Study of Italian Mobilization Procedures  
An Interagency Study of Soviet Deception and  
Concealment re SALT  
Applications of the Interim SAFE System

Office of Economic Research

The Weather and Economic Forecasting  
Analyzing Europe's Economic Recovery  
Watching OPEC Investment Policy

Office of Political Research

An Analysis of Sukarno's Role in the  
Indonesian Coup  
Soviet Political Studies  
Bayesian Analysis and Other Modeling Tools  
in Long-term Research

SPECIAL METHODOLOGY AND DEVELOPMENT BRIEFINGS

Information Science Training Branch/OTR

Use of Simulation Models in the Identification  
of Collection Requirements  
Network Analysis as an Intelligence Tool

Office of Research and Development

Information Flows and Crisis Management;  
Some Plans for the Future  
Presentation of Intelligence to the President -  
Random Access Systems

~~CONFIDENTIAL~~

SPECIAL METHODOLOGY AND DEVELOPMENT BRIEFINGS  
(continued)

Office of Current Intelligence,  
Methods and Technologies Staff

A Try at Predicting the Outcome of the Greek Election

Development of a Three-Dimensional Model of UN Voting  
Behavior Patterns

Intelligence Community Staff

Analysis of Crisis Management - The Dynamics and  
Failures of Warning and Alerting Systems

~~CONFIDENTIAL~~

25X1A

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<u>Slight</u>						<u>Highly Satisfactory</u>
1	2	3	4	5	6	7

2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

STAT

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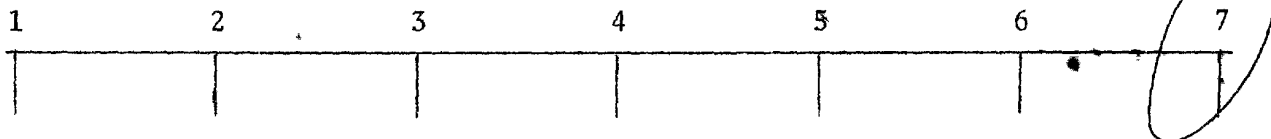
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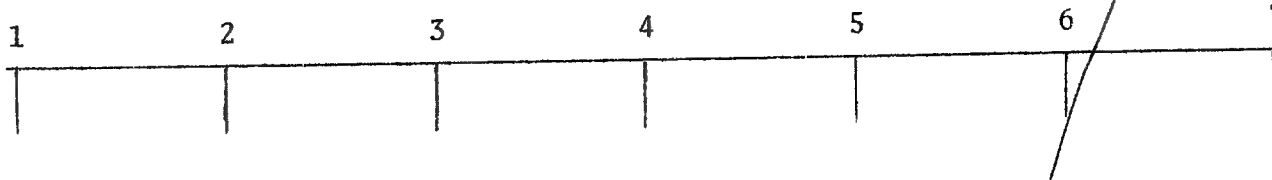
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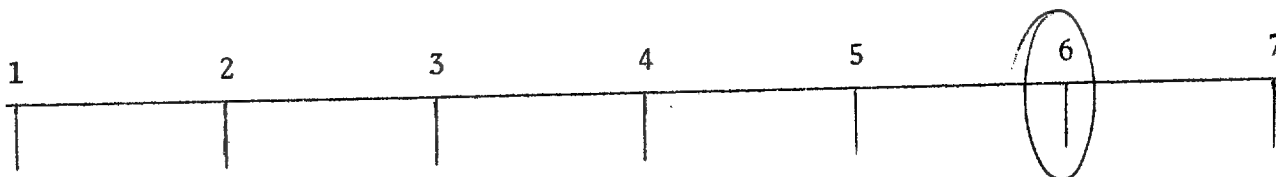
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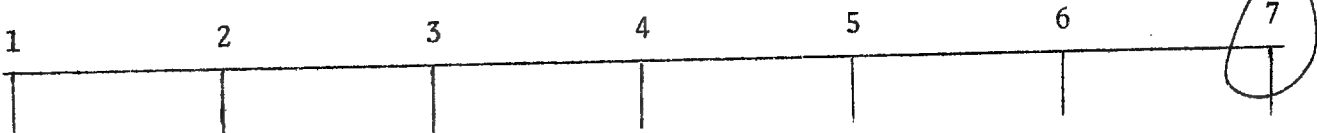
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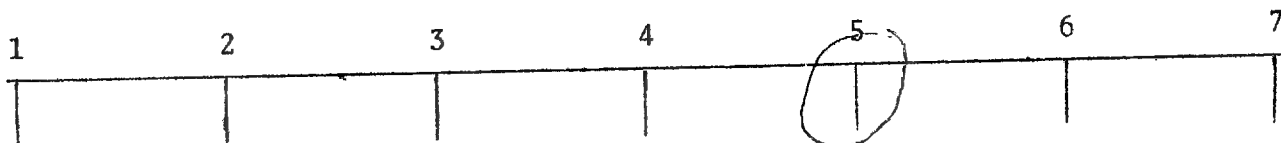
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Intelligence Process Course -- Evaluation Form

Name

[Redacted Name Box]

(Optional)

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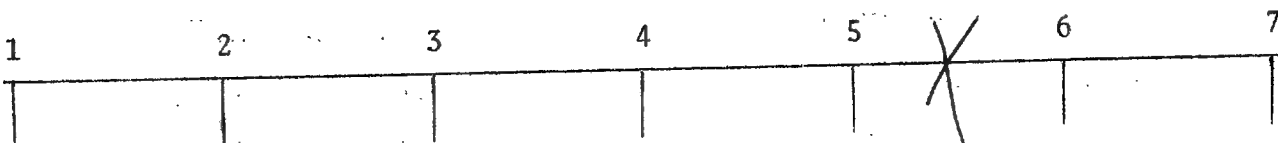
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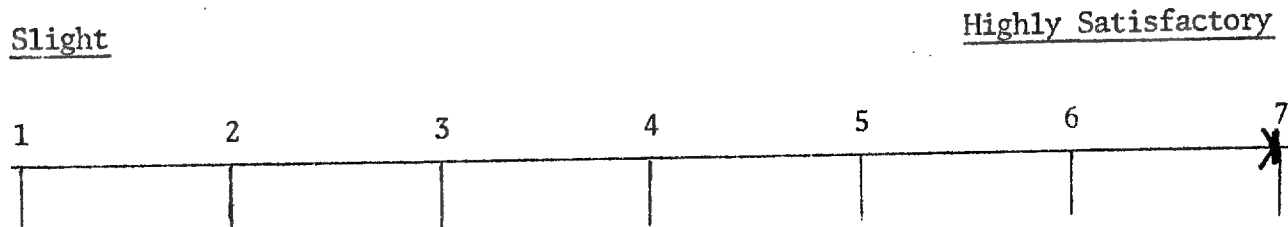
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1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

<u>Slight</u>						<u>Highly Satisfactory</u>
1	2	3	4	5	6	7

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Intelligence Process Course -- Evaluation Form

Name

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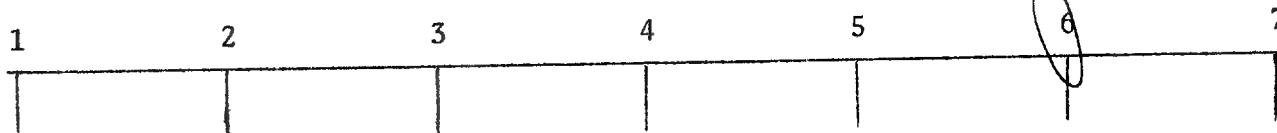
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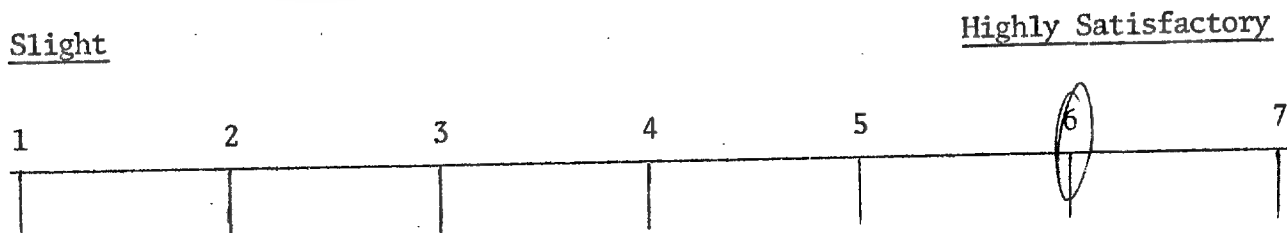
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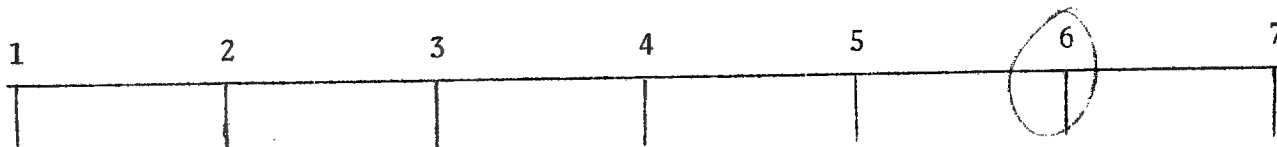
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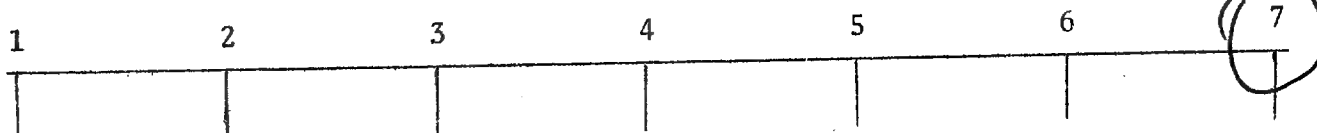
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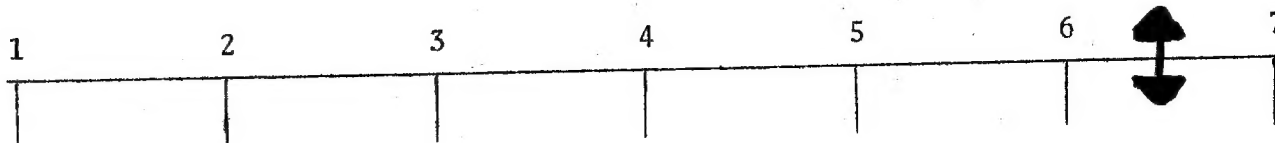
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